

City of Asheville

HEART District Programming, Business Plan and Partial Schematic Design



HEART District Task Force Presentation

March 19, 2002



- **Process Overview**
- **Goals/Mission**
- **Product**
 - Market Overview
 - Physical Plan
 - Costs
 - Funding Options
- **Frequently Asked Questions**



Thanks to the following individuals and organizations for their participation in the Programming Process:

- *David Pisha*, Civic Center Director
- *Scott Shuford*, Asheville Planning Department
- *Dan Wilhelm*, Asheville Smoke
- Hoteliers *Herman Turk* and *Jay Boyd*
- The Civic Center Commission
- *Carol King*, Downtown Commission
- Asheville Downtown Association
- UNC-A
- Asheville City Schools
- Pack Square Renaissance
- *Jack Cecil*, *Mac Williams*, *Dave Porter*
- *Alfred White*, Asheville Altitude
- Former Mayor *Leni Sitnick*
- *Terry Bellamy*, City Council
- *John Ellis*, Diana Wortham Theater
- Tourism Development Authority
- Downtown Convention Bureau
- Buncombe County Schools
- Arts Council
- *Bill Schaefer*, City Finance Department
- Asheville Bravo Series
- WCQS Public Radio
- Asheville Symphony
- *Peter Carver*, Asheville Community Theater

Why renovate the Arena?

Why Not renovate the Thomas Wolfe Auditorium?

Why expand?

Why Not build a New Arena?

Why Not convert the Arena to a Performing Arts Facility?

Why not separate facilities?

Why not 10,000 seats?

Why Not Build at another Site (UNCA, AG Center...)?

Why Not...?



- Detailed Program**

- Arena**
- Performance Center**
- Exhibit/Meeting Functions**

- Partial Schematic Design**

- Urban Plan for the HEART District**
- Diagrammatic Plans for the Primary Venues**
- Rendering and Elevations**

- Business Plan- CP's**

•Functional Disabilities:

- Substandard Ice Floor
- Inadequate sightlines
- Poor circulation
- Woefully inadequate backstage for Auditorium
- Temporary ice
- Outdated Audio and Rigging



Physical Disabilities

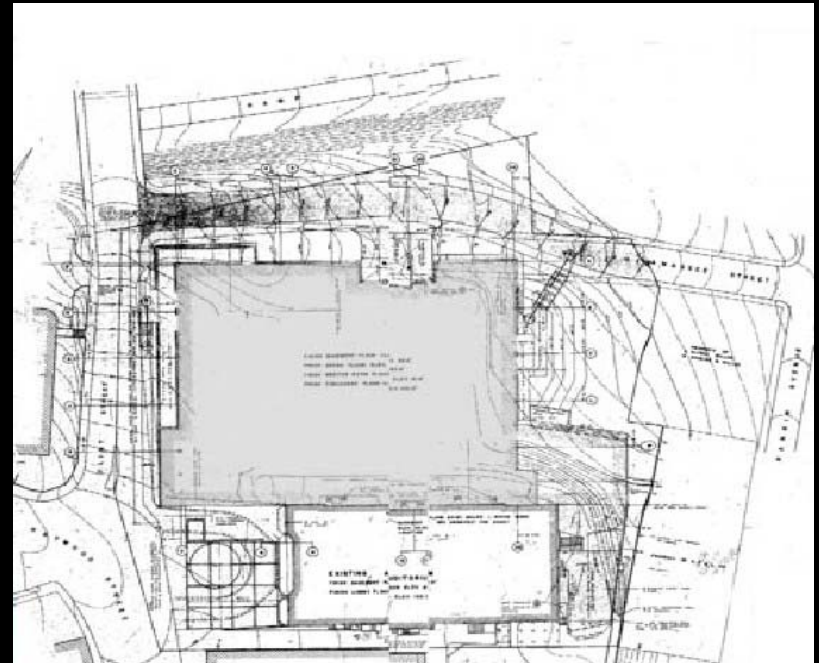
- Roof in very poor condition.
- “1930’s” Electrical system in Auditorium.
- Cooling tower at end of useful service life.
- Inoperable smoke vents.
- Poor and noisy lighting.
- Worn seating.
- Improperly functioning Mechanical Systems.
- Severe water damage in Auditorium.



- **Cost to Repair and Maintain: \$10 million**

- **Result:**

- A “1975” Arena.
- An Auditorium with poor acoustics and no backstage.
- Basement Exhibit Hall.

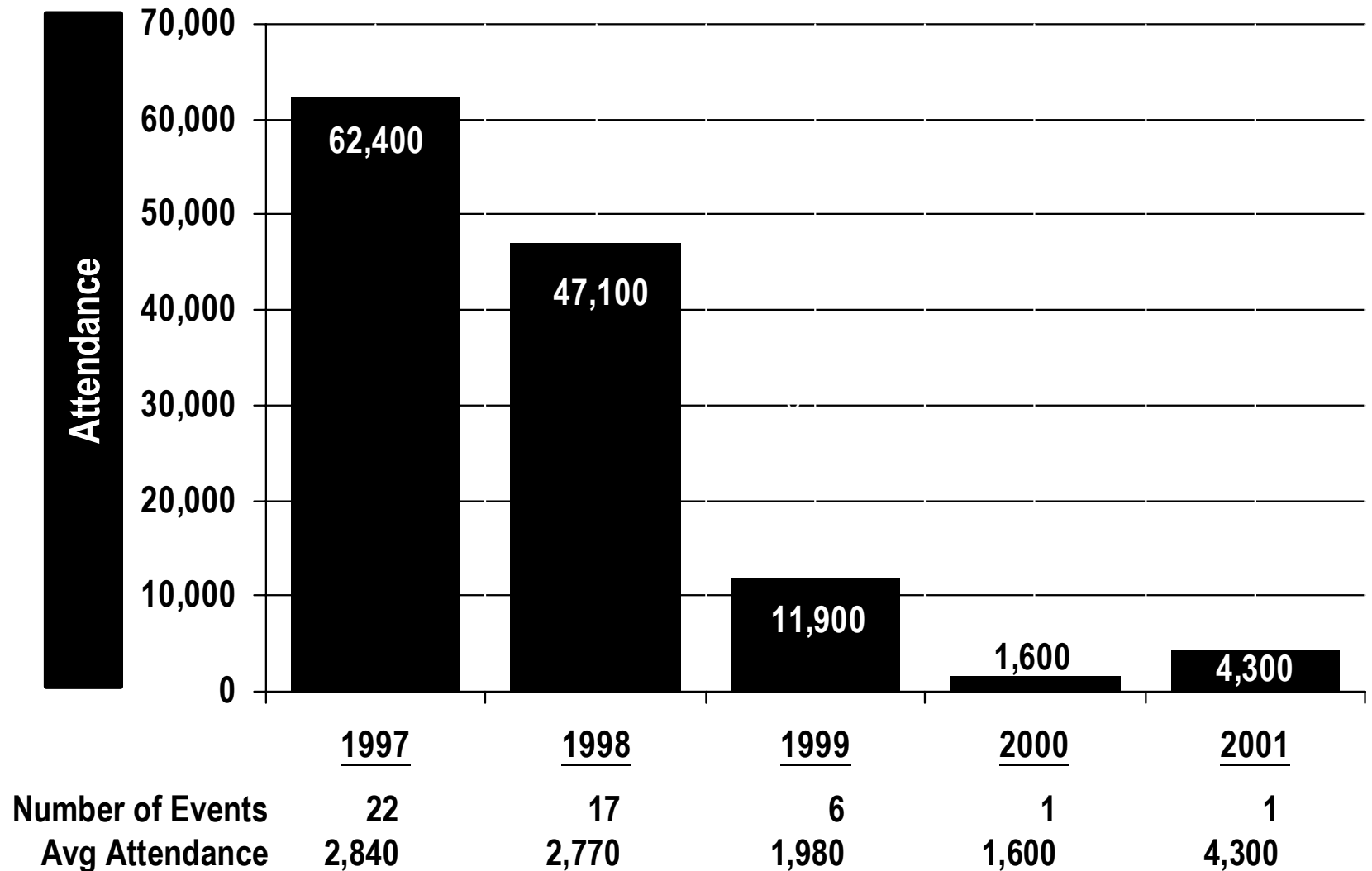


There is no real “do-nothing” choice.

- **Arena impacted by Bi-Lo Arena**

- Larger, newer arena in a bigger market (5 times bigger)
- Significant improvements will be required to win shows back
- “Family Shows” hardest hit (Circus, Disney on Ice, etc.)

Family Shows - Arena



Family Show Attendance

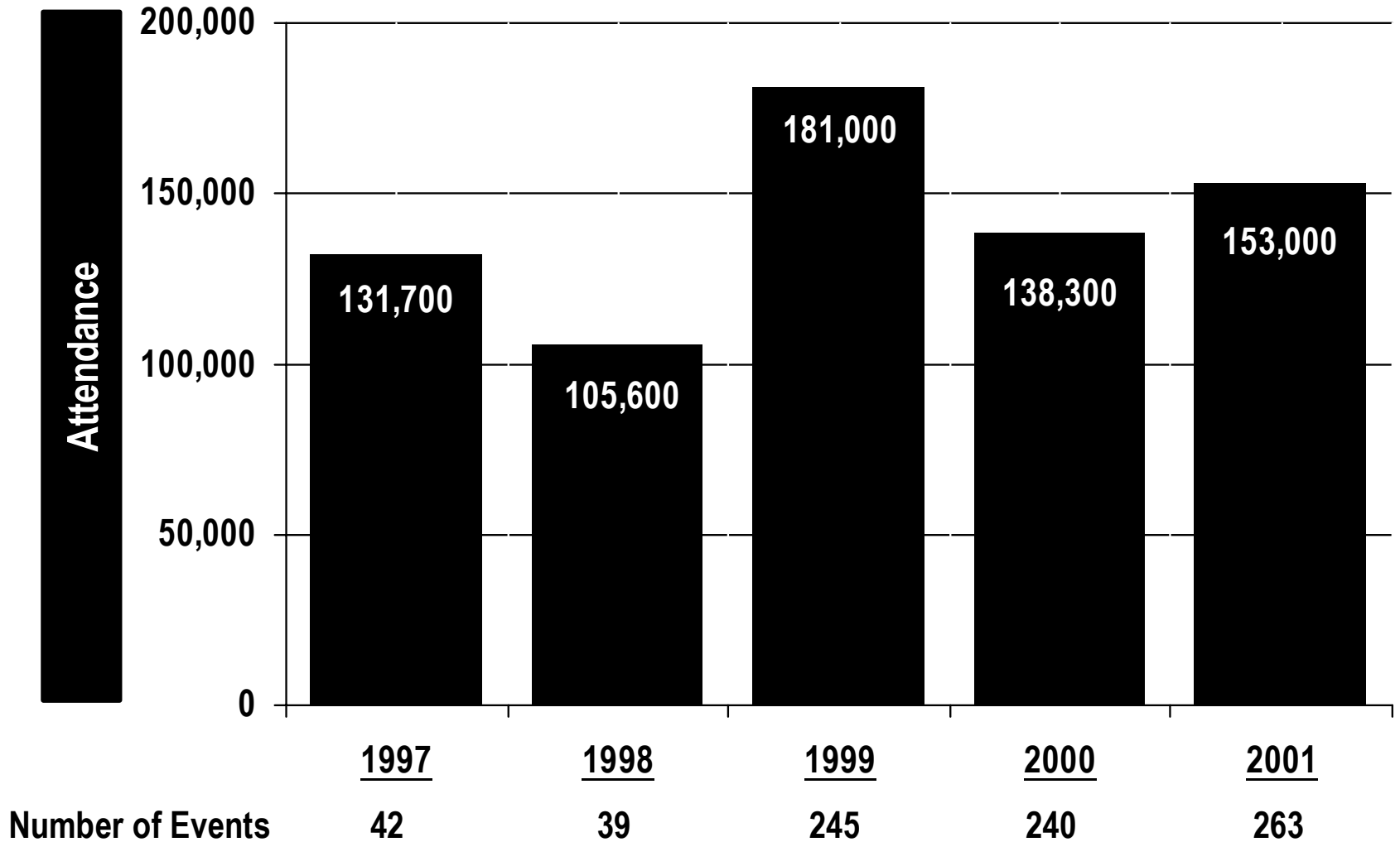
Arena Trends

- **Arena impacted by Bi-Lo Arena**

- Larger, newer arena in a bigger market (5 times bigger)
- Most events that have left are gone for good
- “Family Shows” hardest hit (Circus, Disney on Ice, etc.)
 - Building a new, larger arena will not compete with Bi-Lo
 - promoters will choose larger 1+ million population market

- **New focus is hockey, basketball – current seating is sufficient**
- **Steady concert business, but moderately sized events (larger events go to Bi-Lo)**
- **Overall, arena has held up well in the face of new competition**

Total Attendance - Arena



Total Arena Attendance

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(larger events go to Bi-Lo)

- **Overall, arena has held up well in the face of new competition**

- **Asheville is a 5 - 6,000 seat market**

- Theater doing very well**

- All event types exhibiting strong performance.

- Symphony, Bravo, concerts, touring and local performing arts, special events, graduations, etc.

- Promoters like the 2,400 seat size.**

- Thomas Wolfe cannot achieve its potential with its physical shortcomings.**

- New theater can expect better results**

- Many viewed a new theater as a key to Asheville's vibrancy as a community.**

- **Primary driver is Consumer Shows, both in the exhibit hall and full building.**
 - Provides pedestrian activity and economic impact in downtown (this was important to Task Force and other community leaders).
 - Top promoters would like better space, but only a little larger (larger shows are OK with using multiple venues).
- **Convention and Tradeshow activity is moderate.**
 - Asheville is known as a high-end conference market (Grove Park, etc.).
 - Lack of air access, small hotel supply, small market limits large conventions.
 - Many meeting planners are turned off by existing Civic Center, but would consider Asheville.
 - Need mix of exhibit, ballroom and meeting rooms – hotel quality
- **Ballroom for special events, banquets, civic events.**

Renovate Arena to Include:

- **Full-size, built-in ice floor.**
- **5,000 to 6,000 seats, with good sight-lines.**
- **Adequate support spaces.**
- **Improved circulation.**
- **New Service dock (addition).**

Build a New Performance Center:

- **2400 Seat, State-of-the-Art Auditorium.**
- **Multi-Use Community Performance Space.**
- **Symphony rehearsal spaces.**

Renovate Exhibit Hall to Include:

- **40,000 S.F. of leasable floor area.**
- **Pre-Function space (addition).**
- **Adequate truck dock (addition).**

Convert Thomas Wolfe to Include:

- **Ballroom with Pre-Function to seat 900 for banquets.**
- **Full Kitchen.**
- **Adequate support space.**
- **Six break-out Meeting Rooms (addition).**

Resulting Program

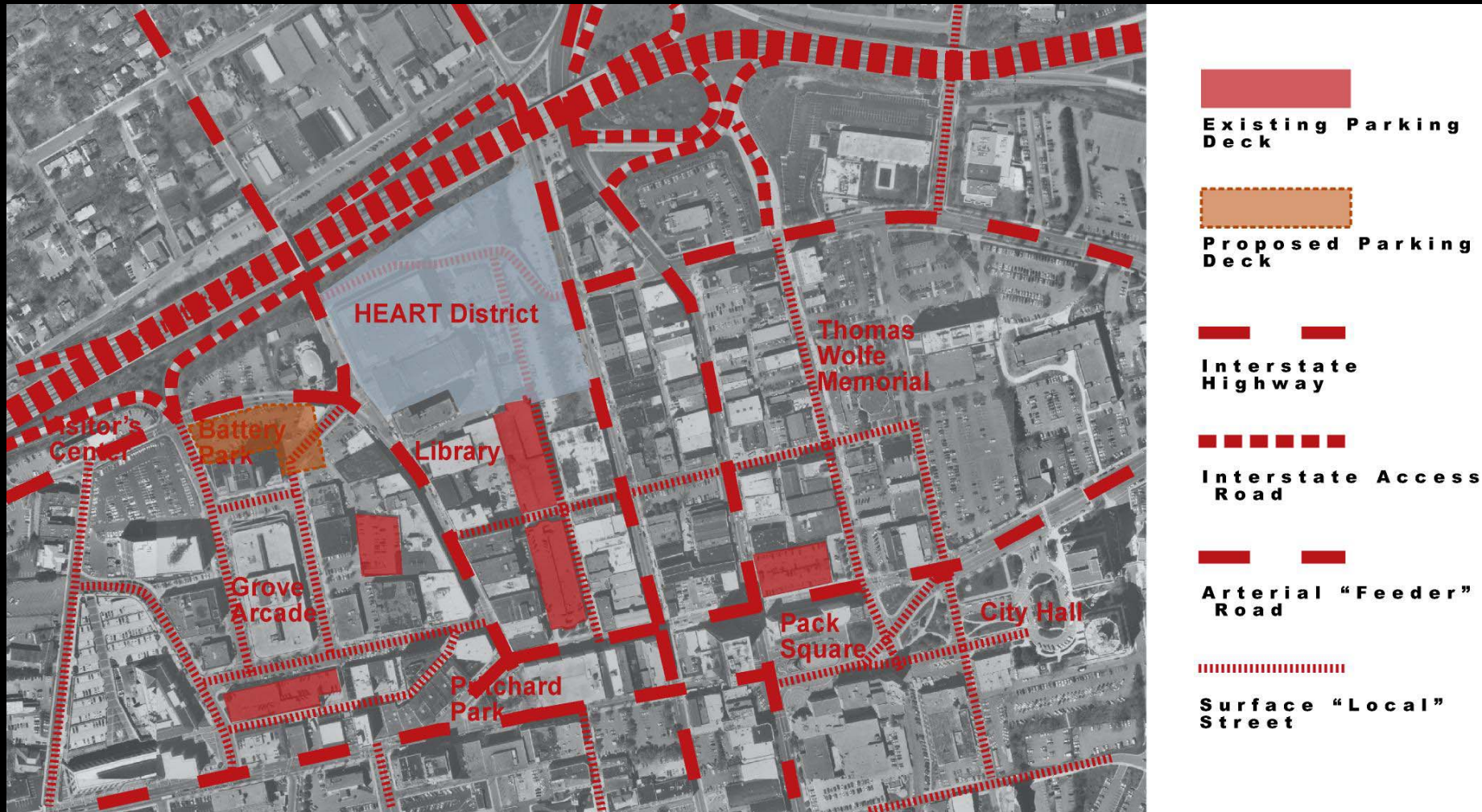
What are the Funding Opportunities?

	<u>Bond Capacity</u>
Naming Rights (arena)	\$1 mil minimum
Suite Sales	\$1.5 mil
Lease of Ground Floor Retail	\$2.5 mil
CP&L (to relocate Power Station)	\$5 mil
Community Fund Raising Campaign	\$10 - \$20+ mil
Other Private Equity and Debt	equal to investment
Spin-off development	???

**Project Cost Afforded by Bonding
Revenue Stream (in millions)**

Countywide Sales Tax (per penny)	\$291
Citywide Sales Tax (per penny)	\$77
Countywide Prepared F&B Tax (per penny)	\$40
Countywide Hotel Tax (per penny)	\$13
Product Development Fund	\$13

Assumptions: 30 year bond (with Debt Service Reserve) at 6% with Escalating Payments at 1.3 coverage

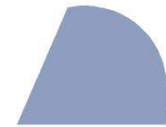
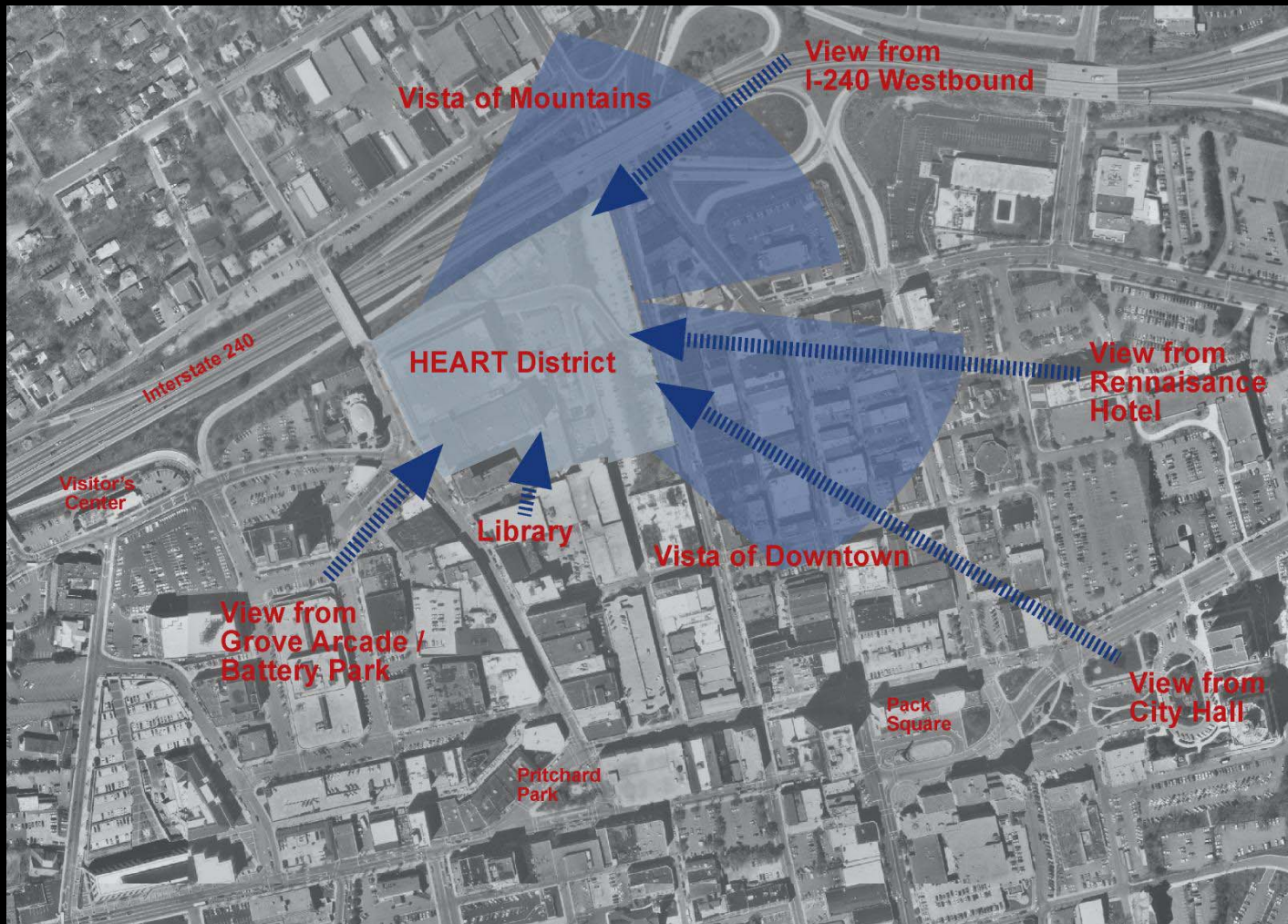





Park / Garden / Plaza


Asheville Urban Trail

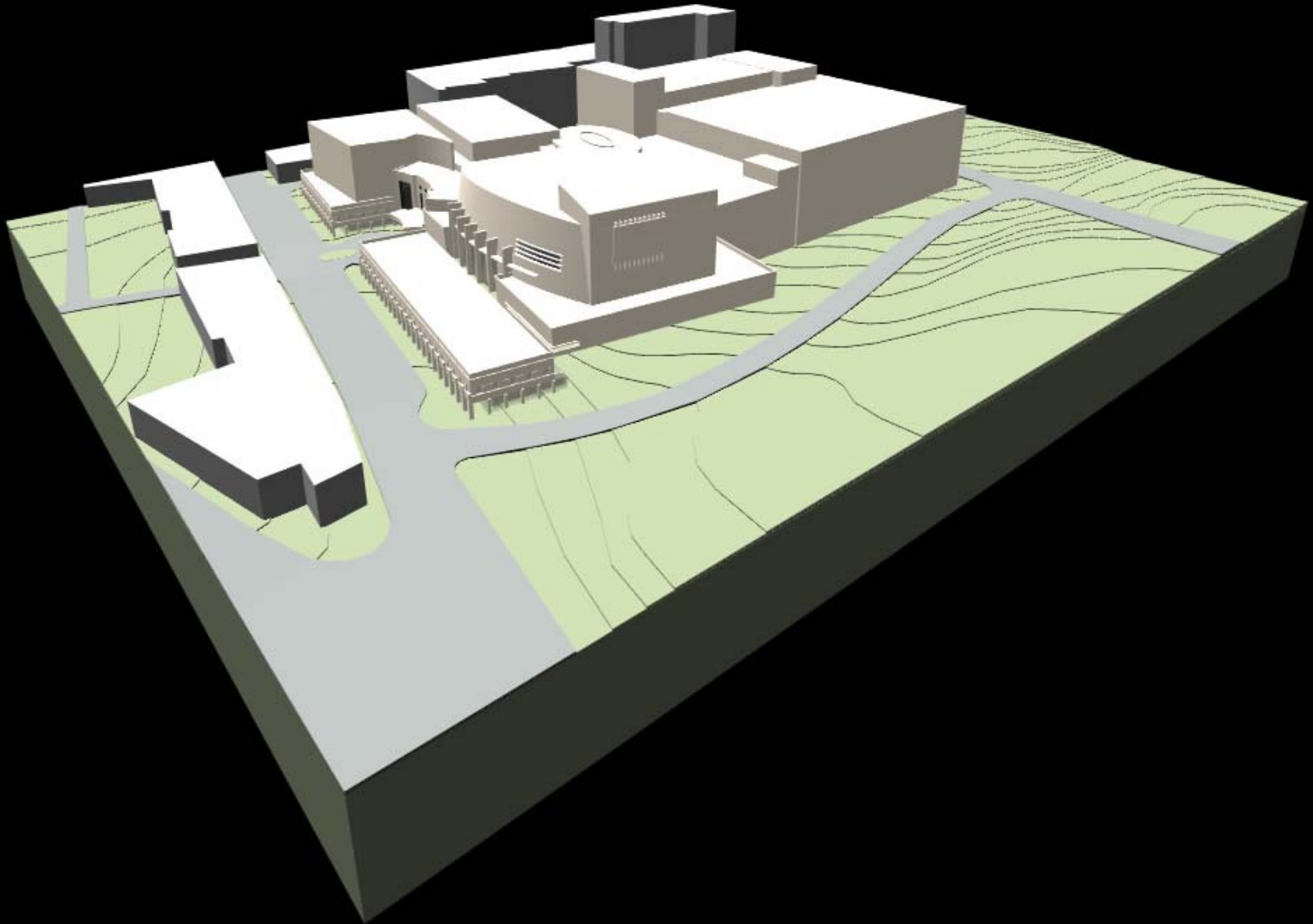

Pedestrian Corridors



Vista from the Site



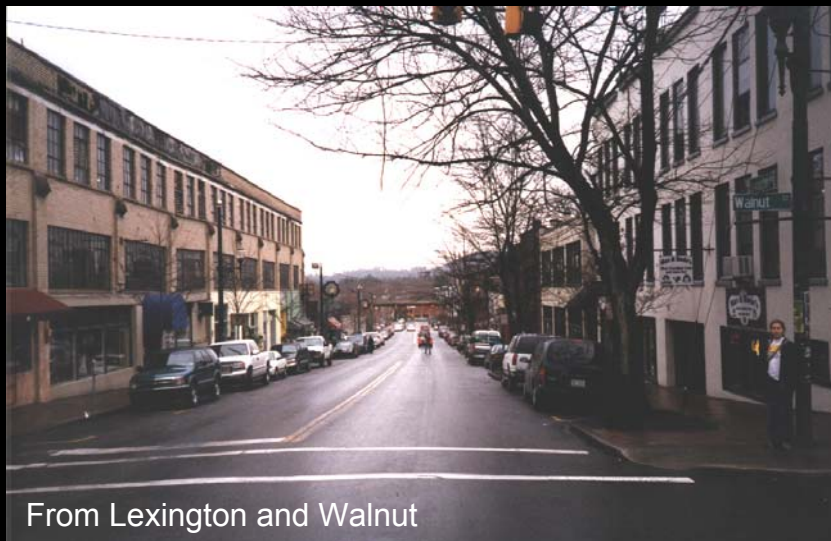
View of the Site



Aerial View from the Northeast

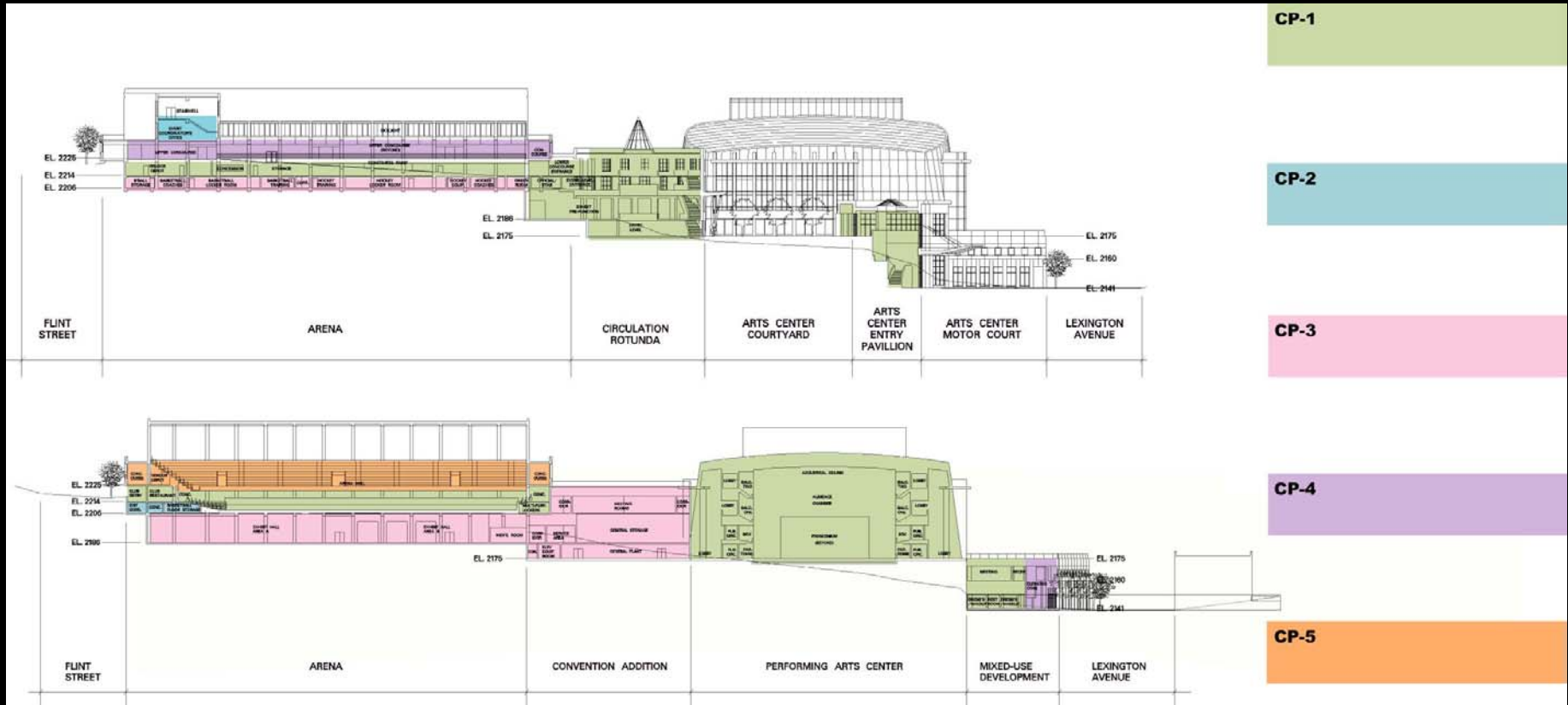


From Lexington and I-240



From Lexington and Walnut



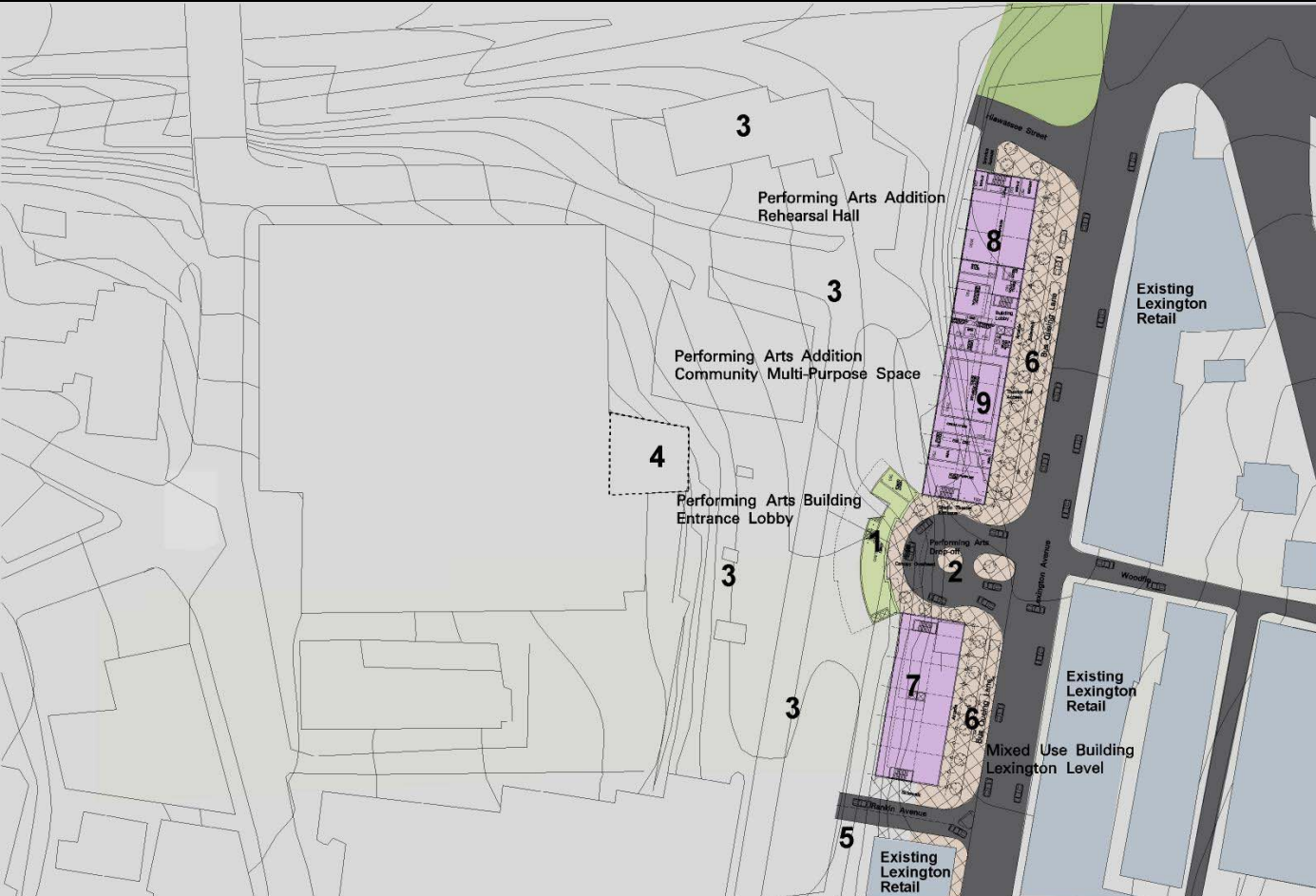


CP-1

1. Performing Arts Entrance Pavillion
2. Performing Arts Motor Court
3. All Site Demolition/Utilities
4. Demolish Arena Dock/Deck
5. Rankin Street Relocation

CP-4

6. Lexington Streetscape
7. Mixed Use Retail/Office
8. Symphony Rehearsal/Offices Addition
9. Community Multi-Purpose Space





CP-1

1. Performing Arts Center Basement
2. Performing Arts Entrance Pavillion

CP-4

3. Mixed Use Retail/Office
4. Symphony Rehearsal/Offices Addition
5. Community Multi-Purpose Space

CP-1

1. Hiwassee Street Re-Alignment
2. Performing Arts Center
3. Performing Arts Center Service Dock
4. Performing Arts Courtyard
5. Arena Circulation Rotunda

CP-3

6. Convention Addition Service Level

CP-4

7. Roof Plazas
8. Associated Arts Building Shell
9. Office Building Shell
10. Pedestrian Walk/Stairs

Convention Addition
Service Level

Convention Addition
Circulation Rotunda

Office Building
Office Level One

Civic Center
Paking Deck

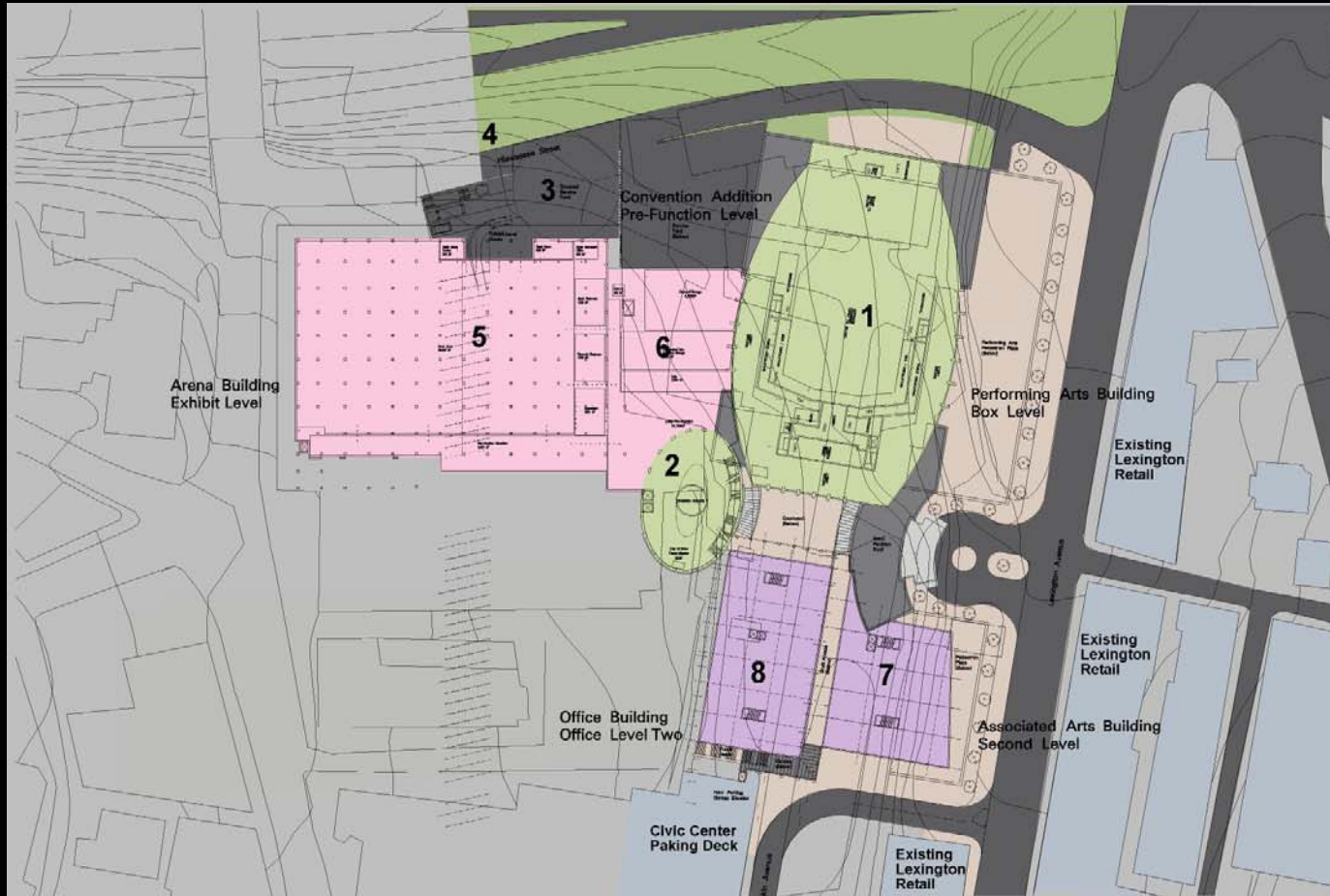
Performing Arts Building
Stage/Lobby Level

Existing
Lexington
Retail

Associated Arts Building
Plaza Level

Existing
Lexington
Retail

Existing
Lexington
Retail



CP-1

1. Performing Arts Center
2. Arena Circulation Rotunda-
3. Exhibit Level Service Dock
4. Extend Hiawassee

CP-3

5. Demolish Exhibit Level Walls
- Remodel Exhibit Level
- Renovate Exhibit Area and Toilets
6. Convention Addition Pre-Function Level

CP-4

7. Associated Arts Building Shell
8. Office Building Shell

CP-1

1. Performing Arts Center
2. Arena Circulation Rotunda-
3. Event Level Service Dock
4. Demolish East Arena Balcony
5. Demolish/Replace Arena Floor
6. New Lower Bowl Seating

CP-2

7. Arena Event Level Concourse Improvements
8. Thomas Wolfe Kitchen and Service Level

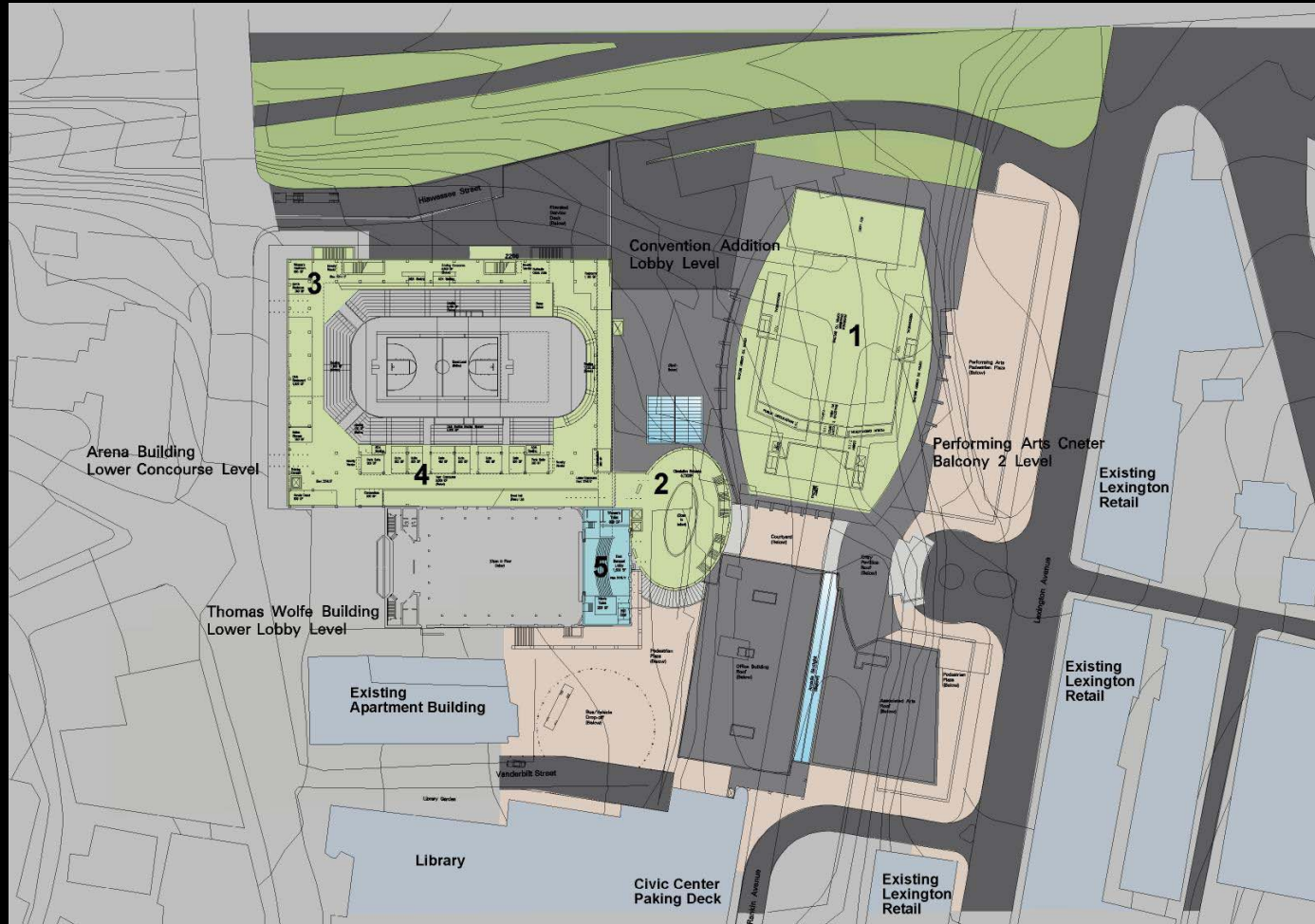
CP-3

9. Convention Addition Meeting Level

CP-4

10. Office Building Shell
11. Vanderbilt Plaza Streetscape and Arcade



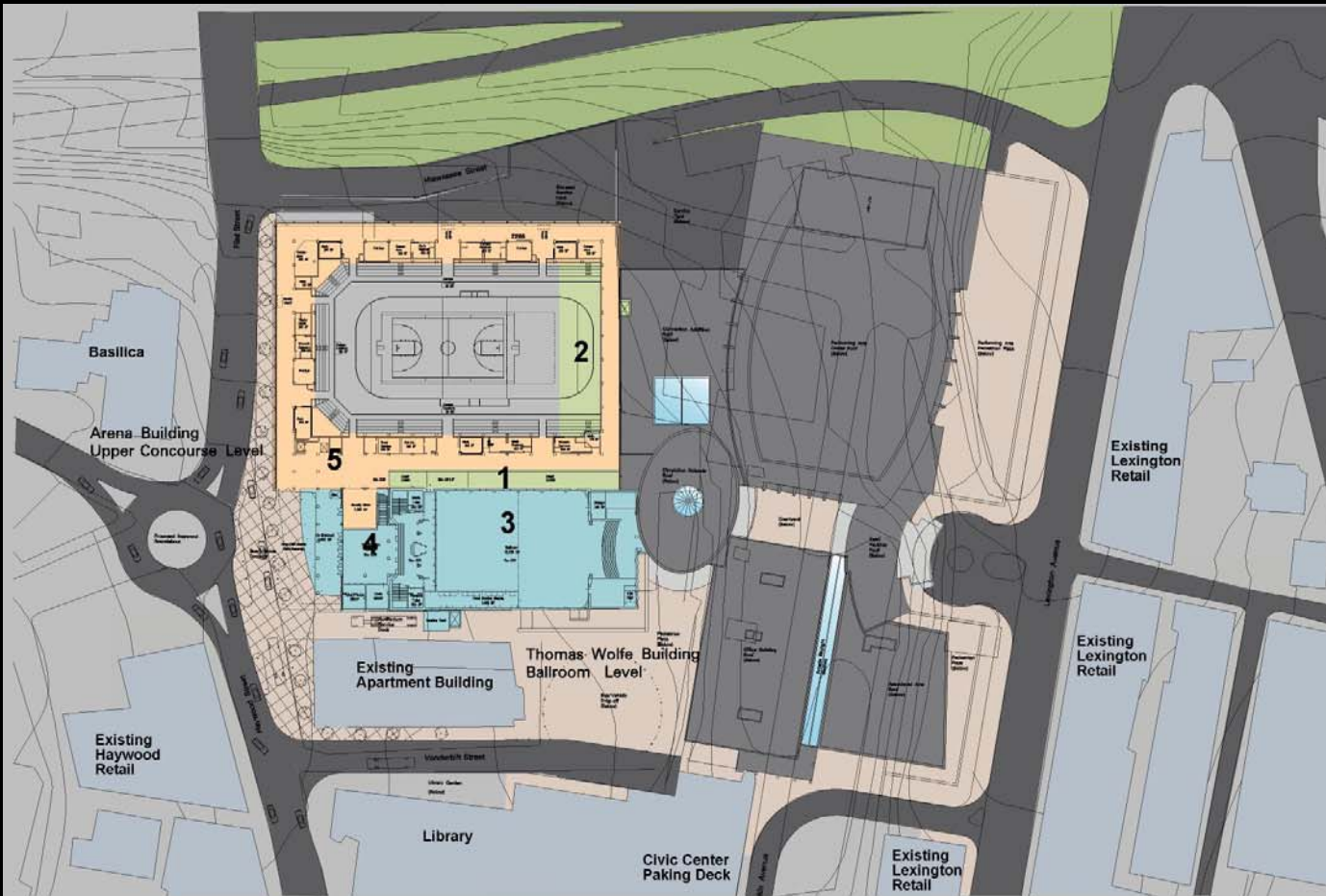


CP-1

1. Performing Arts Center
2. Arena Circulation Rotunda
3. Arena Lower Concourse Renovation
4. Arena Lower Concourse Addition
5. Demolish/Replace Arena Floor

CP-2

6. Thomas Wolfe Lower Lobby Level



CP-1

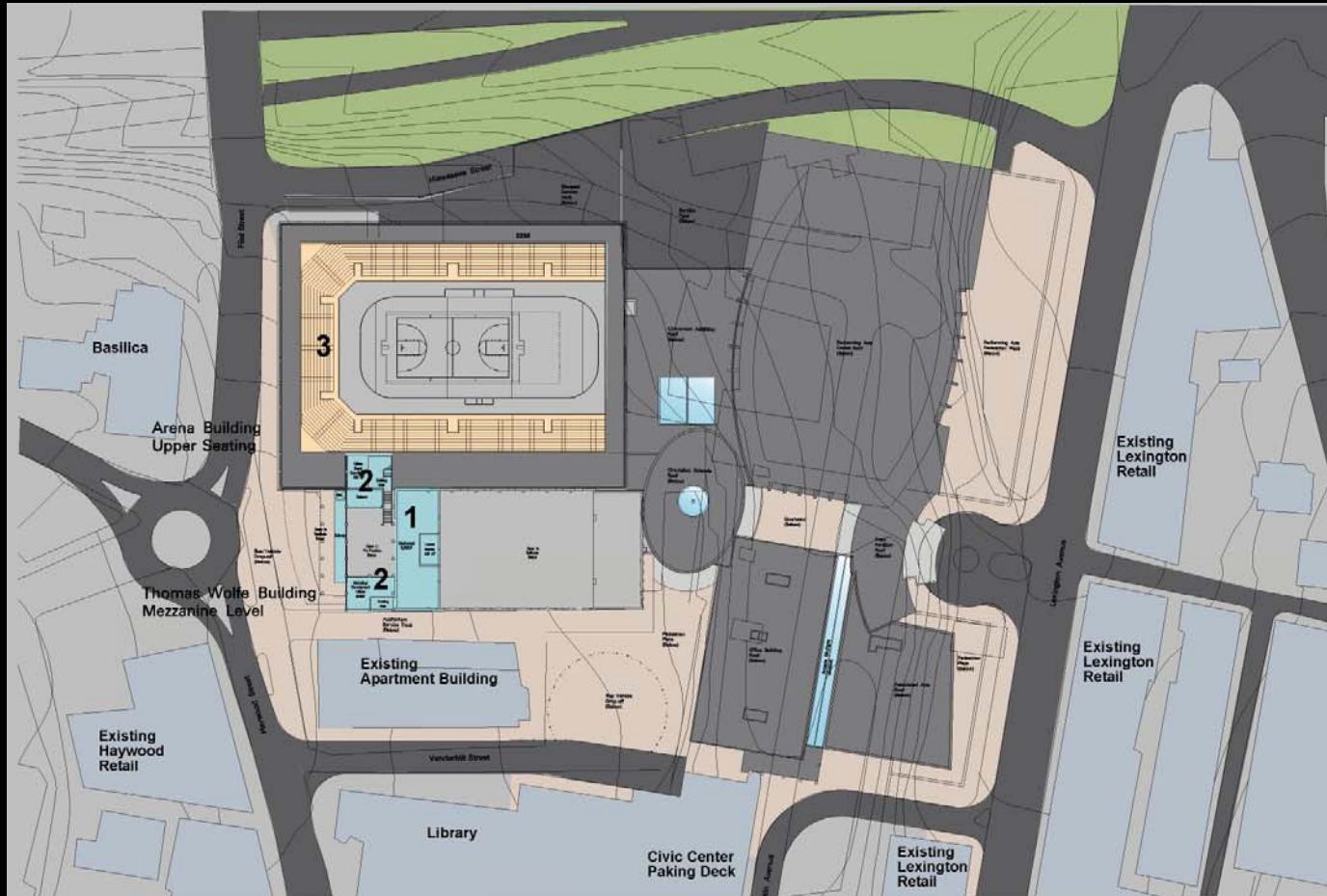
1. Demolish/Replace Arena Access Ramp
2. Demolish/Replace Arena East Seating

CP-2

3. Thomas Wolfe Ballroom
-Demolish Thomas Wolfe Balcony and Stage
4. Thomas Wolfe Pre-Function

CP-5

5. Arena Upper Concourse Renovation

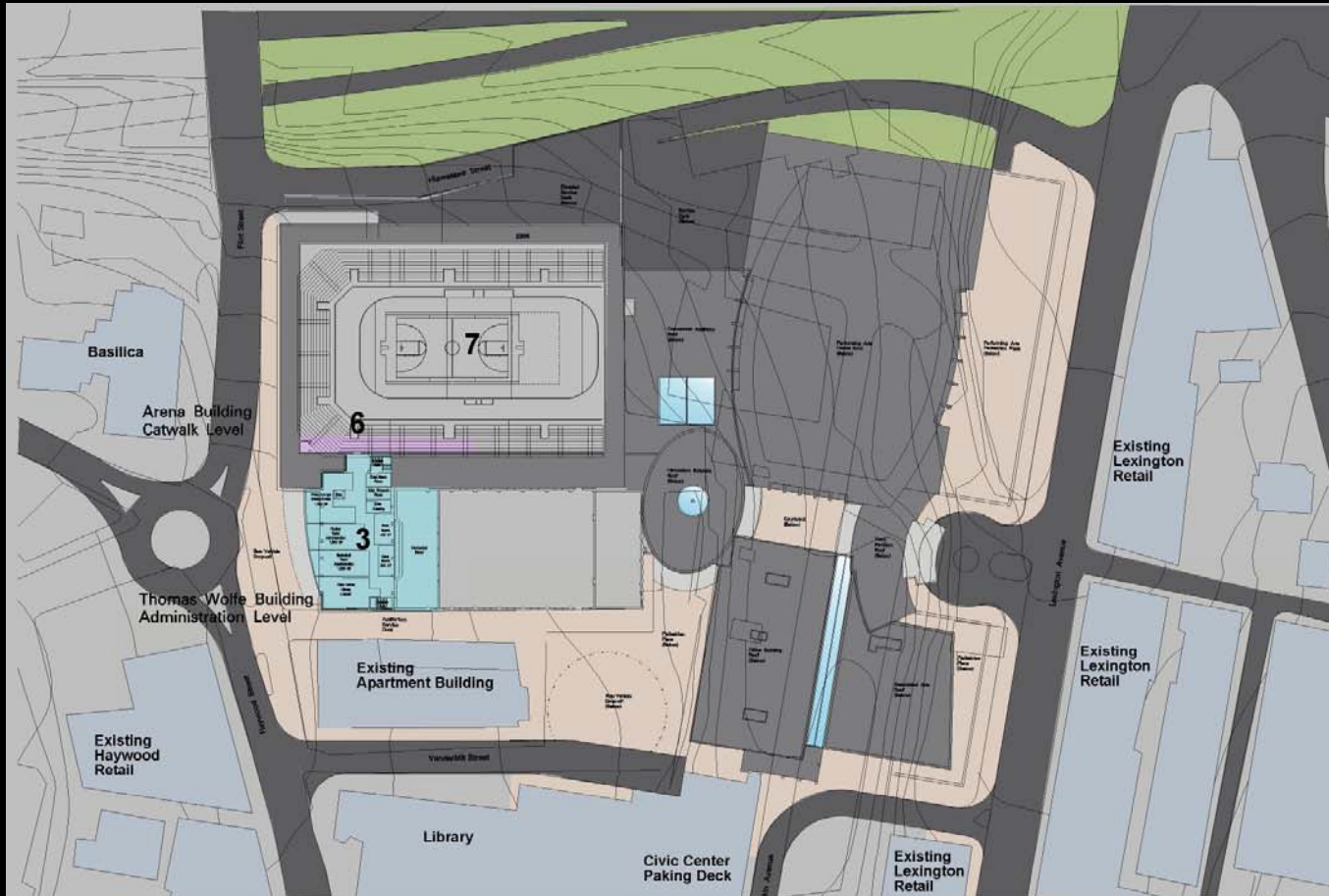


CP-2

1. Central HVAC Plant in Thomas Wolfe
2. Renovate Mezzanine Offices

CP-5

3. Arena Upper Seating Renovation



CP-1

1. Replace Arena Roof (Not Shown)
2. Renovate Arena HVAC (Not Shown)

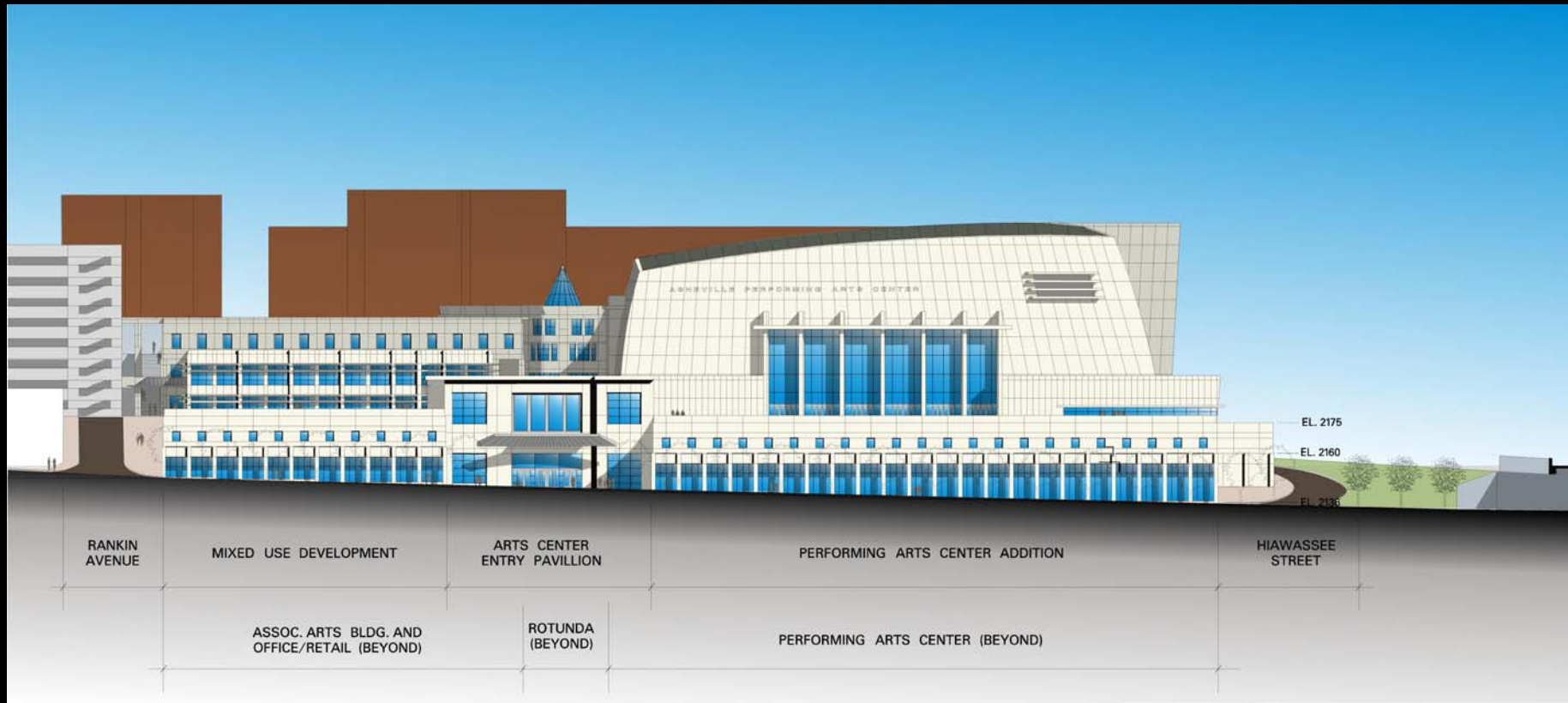
CP-2

3. Office Level Addition and Renovation
4. Replace Thomas Wolfe Roof and Roof Deck (Not Shown)
5. Renovate Thomas Wolfe Electrical (Not Shown)

CP-4

6. Amend Catwalk,
7. Reinforce Arena Roof Structure
-Add Scoreboard



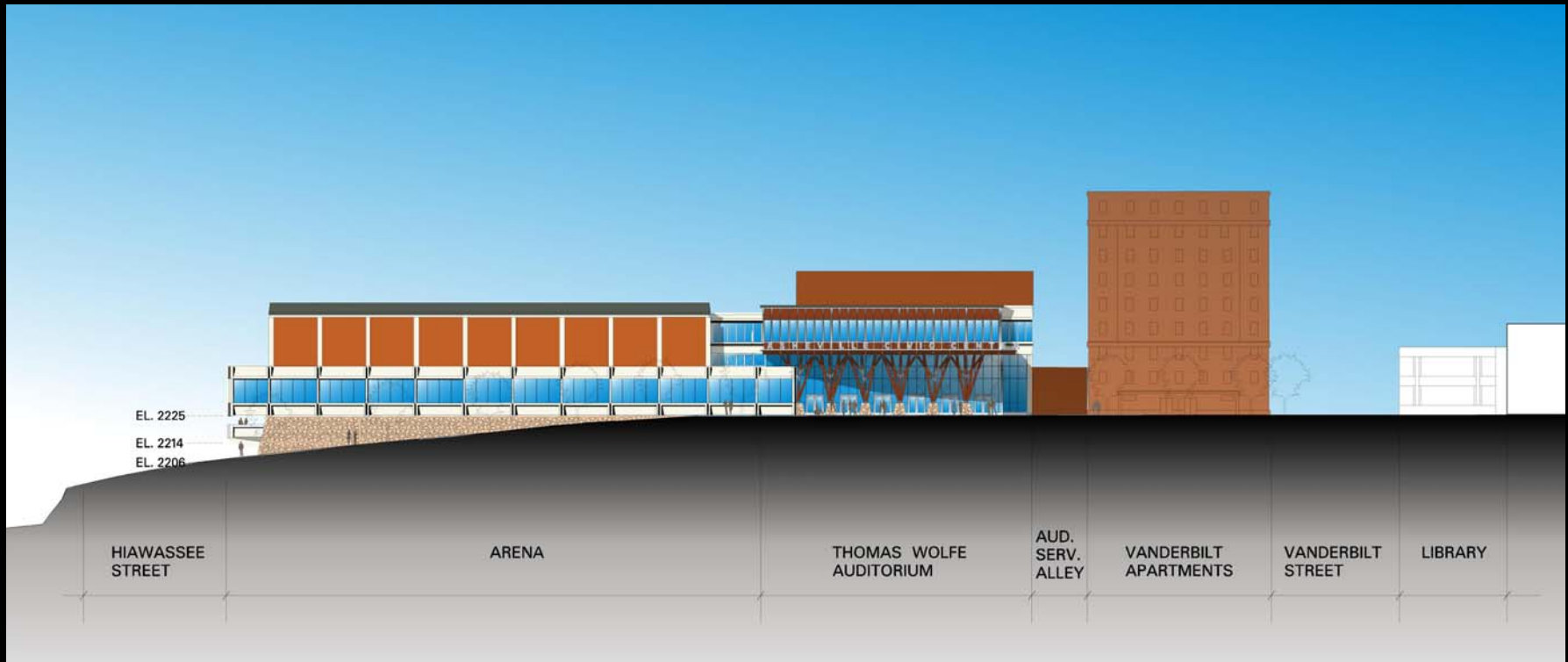




Haywood Street Entrance -Today



Haywood Street Entrance -Tomorrow



Haywood Street Elevation



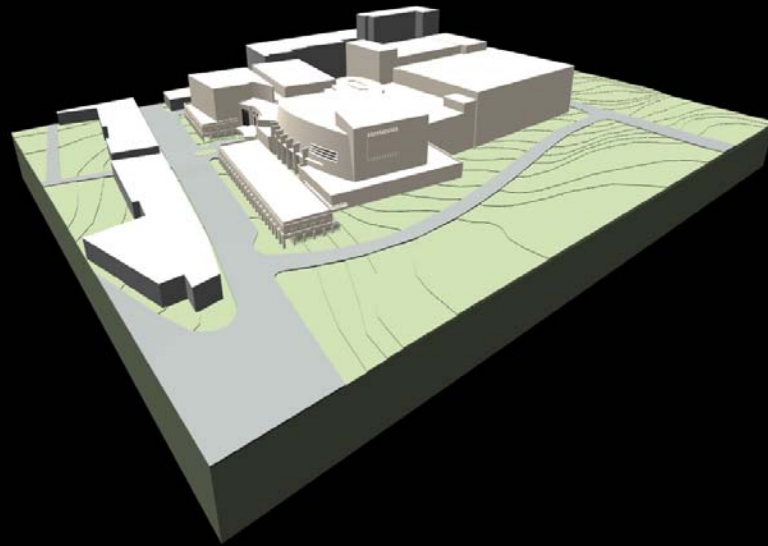
Woodfin Street Approach -Today



Woodfin Street ApproachTomorrow

Completed Project Options

- The level of completion can be determined by the community.
- Successive levels are illustrated by the following slides.
- All CP Options represent a “complete project”.

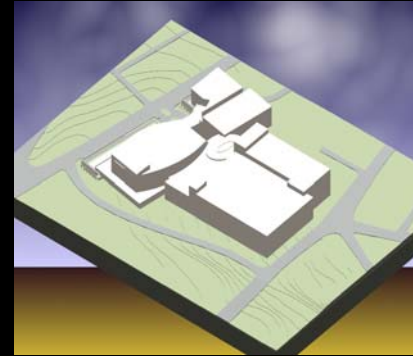


What Does It Cost?

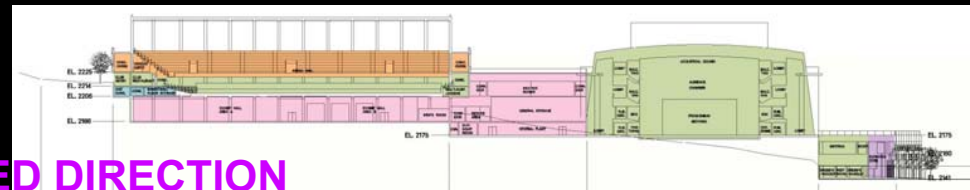
CP-1

- Site Improvements, including utilities, grading and roadwork.
- Lexington Street motor court.
- Performance Center Auditorium.
- Lower bowl seating and Lower Concourse in Arena.
- Rotunda.
- Service plaza for Arena.

Total Cost: \$72.8 Million



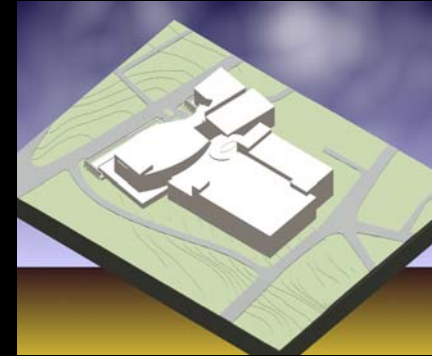
OPTION ONE: TASK FORCE APPROVED DIRECTION



CP-1

- **Site Improvements, including utilities, grading and roadwork.**
- **Lexington Street motor court.**
- **Performance Center Auditorium.**
- **Lower bowl seating and Lower Concourse in Arena.**
- **Rotunda.**
- **Service plaza for Arena.**

Cost: \$72.8 Million

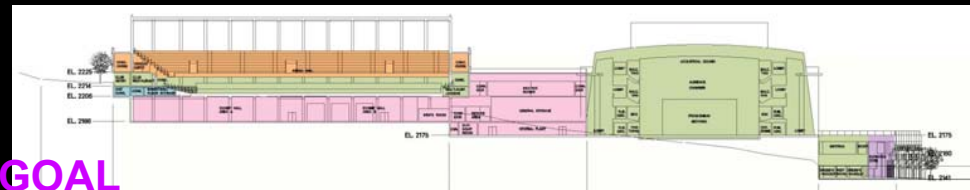


CP-2

- **Conversion of Thomas Wolfe Auditorium to Great Hall Ballroom, including Kitchen and support.**
- **Expansion and improvement of Arena support and Operations spaces.**

Cost: \$13.1 Million

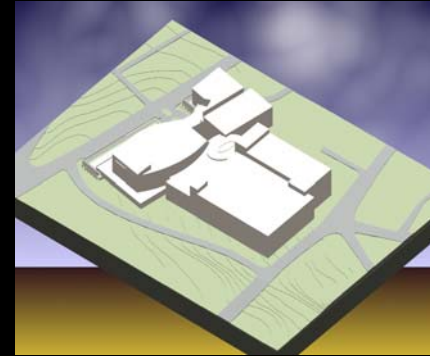
Total Cost: \$85.9 Million



OPTIONS ONE & TWO- TASK FORCE GOAL

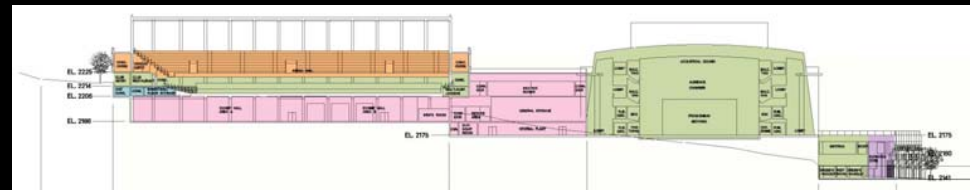
CP-3

- **New Construction-Operation and Service Addition.**
- **Construction of Meeting Rooms.**
- **Renovation and expansion of Exhibit Hall.**



Total Cost: \$13.7 Million

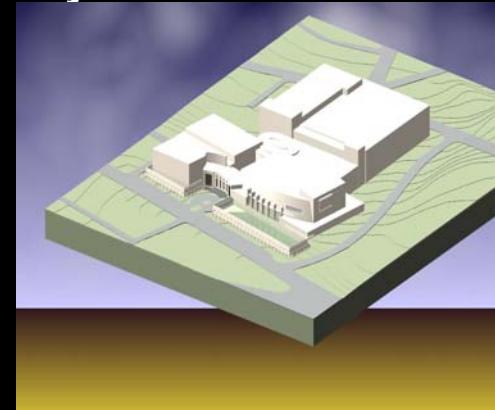
FUTURE OPTION THREE



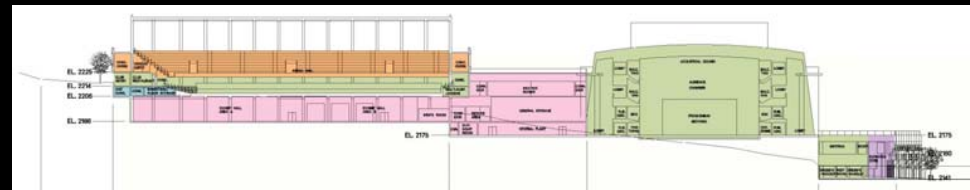
CP-4

- **New Construction - Performance Center Addition, including Community Multi-Use Performance space and Symphony support spaces..**

Total Cost: \$8.3 Million



FUTURE OPTION FOUR

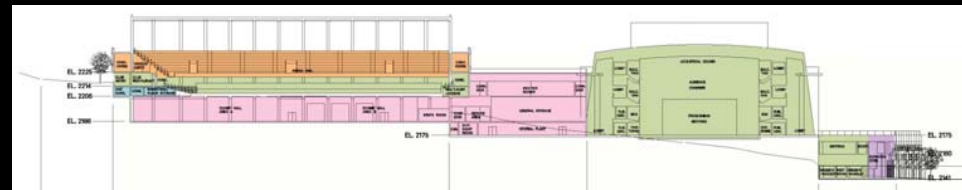


CP-5

- **Renovation of the Arena Upper Concourse and Balcony Seating Area.**
- **Modification and reinforcement of the Arena Catwalk and Roof structure.**

Total Cost: \$7.2 Million

FUTURE OPTION FIVE



HEART District Programming, Business Plan and Partial Schematic Design

PHASE	COST IN MILLIONS	TOTAL COST	PRIVATE FUNDING	PUBLIC TOTAL COST
CP1	\$72.8	\$72.8	\$25.0	\$47.8
CP2	\$13.1	\$85.9	\$1.5	\$59.4
CP3	\$13.7	\$99.6	\$0.0	\$73.1
CP4	\$8.3	\$107.9	\$2.5	\$78.9
CP5	\$7.2	\$115.1	\$1.0	\$85.1

	Preliminary Feasibility <u>Study</u>	Master Plan <u>Plan</u>	<u>Difference</u>	
Construction Costs:				
Arena	\$25.0	\$24.0	(\$1.0)	
Theater	40.0	35.0	(5.0)	
Exhibit/Meeting	10.0	16.7	6.7	Exhibit Hall expansion
Rotunda	<u>0</u>	<u>5.8</u>	<u>5.8</u>	
Subtotal	75.0	81.5	6.5	
General Sitework	0	8.6	8.6	
Power Station Relocation	<u>0</u>	<u>5.0</u>	<u>5.0</u>	
Construction Cost Subtotal	75.0	95.1	20.1	
Other Project Costs:				
Land Acquisition	0	2.0	2.0	
FF&E	0	9.0	9.0	
Fees	<u>0</u>	<u>9.0</u>	<u>9.0</u>	
Grand Total	<u>\$75.0</u>	<u>\$115.1</u>	<u>\$40.1</u>	

